

### **OFFICE OF THE CITY ATTORNEY**

#### **MISDEMEANOR PROSECUTION UNIT**

The goal of the Misdemeanor Prosecution Unit is to protect the safety and quality of life of the people of San Diego through early intervention strategies which are designed to stop criminal conduct at the misdemeanor level.

##### ***Service Objectives***

- To review crime reports, file criminal complaints, and prosecute misdemeanor offenses.
- To resolve disputes in which an on-going relationship between the parties makes the Dispute Resolution Office a more appropriate venue than the criminal court system.
- To help crime victims by obtaining restitution, assist in safety planning, and provide current information about their cases

##### ***Summary***

The City Attorney prosecutes misdemeanors committed within the City of San Diego. These include violations of state and local laws, such as driving under the influence of alcohol or drugs, domestic violence, elder abuse and child abuse, theft offenses, sex crimes, gang and graffiti crimes, zoning and building code violations, consumer and environmental crimes, and many others. Prosecutors ensure that people who break the law are held accountable for their conduct and receive appropriate punishment and rehabilitation.

#### **PEER COURT**

The goal of Peer Court is to reduce juvenile crime by keeping first-time offenders from committing future crimes and deterring non-offenders from criminal conduct.

##### ***Service Objectives***

- To link city schools, parents, juvenile offenders, city government, and the community in a collaborative effort to deter juveniles from criminal conduct.
- To improve the capacity of youth to become responsible and productive citizens.
- To give youth hands-on experience with the judicial system.
- To hold young offenders accountable to their victims and the community.
- To promote awareness among youth of the dangers of criminal activity.
- To educate youth about the responsibility of jury duty.
- To expose eleventh graders to the consequences of unlawful conduct.

##### ***Summary***

Peer Court allows certain first-time juvenile offenders, charged with certain misdemeanors and infractions, an opportunity to participate in a diversionary program. The juveniles are given the option to avoid the juvenile justice system and incarceration in exchange for sentencing by a jury of their peers. Juveniles escape the stigma of a criminal record while still being held accountable to their victims and the community. The sentencing options include writing letters of apology, performing community service, paying restitution to the victims, counseling, participating in workshops, and cleaning up graffiti. High school students are introduced to the criminal justice system by participation in the sentencing hearing, where they will be exposed to the consequences of unlawful conduct. In addition, there are a series of classes on the criminal justice system taught by both teachers and attorneys involved in the Peer Court program. The classroom component is designed to educate teens about criminal justice

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system and discourage non-offending juveniles from engaging in delinquent behavior in the future. Since Peer Court began in January 1999, more than 700 students have taken part in the program. The schools involved initially in the program are Kearny High and Point Loma High.

### ***SAFE SENIORS PROJECT***

The goal of the Safe Seniors Project is to provide prevention and early intervention of elder abuse. The Safe Seniors Project entails four major components: 1) the referral process, 2) operations, 3) the caregivers programs and support groups, and 4) the referral of eligible cases for prosecution.

#### ***Service Objectives***

- To develop stronger community partnerships between the City Attorney's Criminal Division and the agencies associated with elder care and elder abuse.
- To provide public education about elder abuse through materials published by the City Attorney's Criminal Division such as the quarterly Safe Seniors newsletter and a brochure.

#### ***Summary***

The Safe Seniors Project is based on Penal Code section 270c which provides that "every adult child who, having the ability to do so, fails to provide



*Creative activities at the Central Library's Children's Room*



*Mid-City Gym*

necessary food, clothing, shelter, or medical attendance for an indigent parent, is guilty of a misdemeanor." Safe Seniors Project emphasizes intervening early, at the misdemeanor level, before the situation deteriorates to felony prosecution. Elder care providers who violate Penal Code section 270c need education and the opportunity to build skills in order to change their behavior to appropriate care giving. The Safe Seniors Project works closely with many public agencies, private organizations, and community-based groups who have long term ongoing working relationships with the City Attorney's Office, including the Area Agency on Aging, Lutheran Social Services, Operation SAMAHAN, University of San Diego, San Diego State University, San Diego Police Department, Senator Dede Alpert's Office, Attorney General's Office, District Attorney's Office, Scripps Health, and San Diego County Department of Health and Human Services.

### ***NEIGHBORHOOD PRIDE AND PROTECTION***

The goal of the Neighborhood Pride and Protection Program is to provide for a range of education, prevention, and enforcement programs. The plan provides for improvements to community services on a citywide basis, as well as augmenting programs in targeted neighborhoods.

#### ***Service Objectives***

- To provide problem-solving police strategies.

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- To provide San Diego's youth with a place to go after school where they can find creative opportunities, skill-building activities, recreation, and a chance to gain recognition and self esteem.
- To provide students with basic resources to help them with their homework in facilities, such as recreation centers, that are located in areas convenient to school children who might otherwise be unable to go to their branch library.
- To increase graffiti control efforts by regularly removing graffiti from City-owned property and assisting citizens to prevent and remove graffiti from their own property.

### *Summary*

The Neighborhood Pride and Protection Program is a comprehensive program of education, prevention, and enforcement based on partnerships between City government and citizens. While some Library and Park and Recreation programs are citywide, other programs are directed toward seven specific areas showing the greatest need for change based on police crime statistics and other criteria. Meetings are held with City government leaders so that citizens themselves can determine the design of the program for their own neighborhoods.

The Neighborhood Pride and Protection Program includes the following departments and programs:

### **COMMISSION FOR ARTS AND CULTURE**

- Neighborhood Arts

### **ECONOMIC DEVELOPMENT AND COMMUNITY SERVICES**

- "6 to 6" Extended School Day Program

### **LIBRARY**

- Extended Library Service Hours
- Homework Centers
- Youth Services

### **NEIGHBORHOOD CODE COMPLIANCE**

- Graffiti Control

### **PARK AND RECREATION**

- After School Playgrounds
- Recreation Center Expansion
- YMCA PRYDE Program

### **POLICE**

- Drug Abatement Response Team
- Drug Abuse Resistance Education
- Mobile Police Substation
- Neighborhood Policing
- Southeast Asian Youth Group

## **NEIGHBORHOOD CODE COMPLIANCE**

### **GRAFFITI CONTROL PROGRAM**

The goal of the Graffiti Control Program is to effect strategies to achieve and maintain the city in a graffiti-free condition.

### *Service Objectives*

- To provide the citizens of San Diego with graffiti control prevention and education, abatement, and law enforcement services.
- To achieve a rating of 77% citizen satisfaction with graffiti control efforts.

### *Summary*

The Graffiti Control Program is a three-prong effort to eliminate graffiti vandalism and the resulting blight through prevention and education, swift public and private property abatement, enforcement of graffiti vandalism laws, and the City's anti-graffiti ordinance. The prevention and education program includes an extensive public information campaign using advertisements, brochures, and community presentations outlining the causes of graffiti vandalism, strategies and methods to eliminate graffiti, development and dissemination of anti-graffiti programs, and messages to school-age youth. The one-stop Graffiti Hotline, which citizens can call for information or to report graffiti, is a central part of the graffiti eradication program. At the Paint and

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Materials Exchange Bank, property owners and volunteers can receive free recycled paint and supplies to remove graffiti. Program staff engage in the prompt removal of graffiti from City inventory, coordinate neighborhood volunteer paint-outs, and work with businesses and large institutions to keep their properties graffiti free. Enforcement efforts focus on notification and assistance to private property owners in violation of the anti-graffiti ordinance, assistance to retailers through the Responsible Retailer Program, which is designed to control theft and the illegal sale of graffiti tools to minors, and the coordination of members of the criminal justice community to influence arrest rates and implement deterrent sentencing of graffiti vandals.

## **ECONOMIC DEVELOPMENT AND COMMUNITY SERVICES**

### ***Economic Development Services Division***

In partnership with the community, the Economic Development Services Division implements policies and programs to create economic development opportunities that improve the quality of life for San Diego and its neighborhoods. Specific responsibilities include enhancing employment opportunities, retaining existing businesses and assisting them to expand, assisting new business creation, promoting access to capital, and revitalizing commercial areas that serve neighborhoods. Guided by an annually-updated strategic plan, the division operates four



*San Ysidro Enterprise Zone*

activities and administers numerous contracts with community organizations and economic development service providers.

### ***BUSINESS EXPANSION AND RETENTION (BEAR) PROGRAM:***

The Business Expansion and Retention team provides a proactive effort on behalf of the City to identify businesses that are vital to the region's economic health, and to offer them direct assistance and incentives to retain them in San Diego, promote their expansion, and thereby increase jobs and investment. Initiated in 1992, BEAR programs include:

- *Targeted Assistance* - The identification, in conjunction with partnership agencies such as the Regional Technology Alliance and, the Regional Economic Development Corporation, of industries which contribute most importantly to the region's long term economic health and stability, and proactively working with those industries to ensure that they stay and invest in San Diego. Services include permit assistance; regulatory relief, problem solving, and advocacy at the local, state and federal level; and general liaison and coordination with partnership agencies.
- *Business Incentives* - Administration of water/sewer capacity fee reductions, fee deferrals, manufacturing property tax rebates, and coordination of incentives provided by other City departments and by partnership agencies.
- *Enterprise Zones* - Administration of San Diego's two state-designated zones in the Metro San Diego and San Ysidro/Otay Mesa areas. The Enterprise Zones provide the largest array of business development incentives available in San Diego. Incentives include state tax credits on hiring new employees, equipment investment credits, a job referral service, and the waiver of Housing Trust Fund fees.



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*City Heights Tower*

- *International Trade and Technology* - Working with counterpart agencies in Mexico to coordinate public works and economic development planning relating to the US/Mexico border. Also, in conjunction with the San Diego World Trade Center and Regional EDC, the promotion of international trade opportunities.
- *Foreign Trade Zone* - Administration of San Diego's federally-designated Foreign Trade Zone located in Otay Mesa. The Foreign Trade Zone provides benefits to firms engaged in international trade by allowing them to clean, label, sample, repack, store, assemble, or process the merchandise duty-free.
- *Recycling Market Development Zones* - In cooperation with the Environmental Services Department, administration of San Diego's two Recycling Market Development Zones are located in Otay Mesa and in the Miramar, Mira Mesa and Rancho Bernardo communities north of Miramar Road. Businesses that use recycled materials for manufacturing are eligible for technical assistance and low-interest loans up to \$1 million.

- *Business Cooperation Program* - Promotes proper allocation of use taxes among businesses which increases City revenues. The Program allows for sharing of increased tax revenues with businesses that commit to the proper allocation.

### ***BUSINESS FINANCE:***

The Economic Development Division's Business Finance staff address a range of business financing needs, from very small to large businesses. Business Finance programs include:

- *Economic Development Bonds* - Facilitating the issuance of tax exempt private activity bonds for a variety of qualifying users. These include industrial development bonds for manufacturing facility investments; enterprise zone bonds for a wide range of commercial and industrial projects in the federally-designated Enterprise Community; bonds for qualifying non-profit corporations; and other specialized tax-exempt bond financing.
- *Emerging Technology (EmTek) Seed Capital Financing* - Administration of the EmTek loan program, in partnership with the Jacobs Family Foundation, to provide financing for emerging high technology firms. Originally capitalized with grants from the City and the US Economic Development Administration, the fund was recently recapitalized through the investment of numerous private lenders.
- *Coordination with private financial intermediaries* - Providing linkages and referrals as appropriate with private financing intermediaries, including the Banker's Small Business Community Development Corporation, Accion/San Diego, California Southern Small Business Development Corporation, and the Small Business Finance Corporation.
- *Community Reinvestment Act* - Working with the private banking community under the Community Reinvestment Act to encourage programs which provide credit to low income communities and small and minority-owned businesses.

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### ***OFFICE OF SMALL BUSINESS:***

Established by the Mayor and the City Council in January 1992, the Office of Small Business is the *only* municipal office in the state of California dedicated to the development of small businesses. A core program in the City's Economic Development and Community Services Department, the Office of Small Business assists nearly 60,000 registered small businesses in the city with business development programs, advocacy and informational resources to enhance their success and promote a business-friendly climate. The backbone of our economy, small businesses represent approximately 92% of all businesses registered in the City of San Diego.

- In November 1995, the San Diego City Council approved the allocation of approximately \$1 million annually to directly fund citywide small business assistance programs that are collectively known as the *Small Business Enhancement Program (SBEP)*.
- *Business Improvement Districts (BIDs)* - San Diego has one of the largest programs in the state of California and on of the most successful in the nation. San Diego's BID system (currently 18) provides self-assessment funding for business districts to enhance marketing programs and business development and retention efforts. More than 11,000 San Diego small businesses participate in these self-assessment districts, raising more than \$1 million annually. San Diego's BIDs have been instrumental in the ongoing revitalization of the City's older neighborhood commercial districts.
- *Citywide Main Street Program* - In March 1997, San Diego was designated a Citywide Main Street Program by the National Trust for Historic Preservation's National Main Street Center. Main Street is a nationally recognized urban revitalization effort that has been instrumental in reviving older commercial districts across the nation. The North Park, Mission Hills, and Ocean Beach BIDs have been designated as San Diego Main Street Districts.



*Southcrest Park Plaza*

- *Storefront Improvement Program* - This award-winning program provides small businesses with matching grants (up to \$5,000) and free architectural design assistance. It has been instrumental in helping to improve nearly 200 building facades in the City's older commercial areas and has leveraged more than \$2 million in private investment.
- *Infrastructure Impact Program* - This program minimizes negative impacts on small businesses due to large-scale public improvement projects, such as San Diego Trolley lines, water and sewer upgrades, major road and freeway construction and significant streetscape improvement projects. Program staff advocates the concerns of the small business community; initiate coordination among public works agencies and businesses to mitigate impacts; and provide direct technical and marketing assistance. It has been successful in creating solutions to problems before and during construction for thousands of merchants.

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- *Community Development Block Grants* - Approximately \$500,000 is administered annually through agreements with local small business service providers and non-profit agencies. Services provide for business assistance and retention efforts in older neighborhood commercial districts.
- *Small Business Ombuds Program* - Ombuds services are provided to individual small businesses with issues involving permitting, zoning, and regulatory challenges.
- *Small Business Advisory Board* - The Board consists of nine volunteers appointed by the Mayor and confirmed by the City Council. The board advises the Mayor, City Council, and City Manager on policies and regulations that affect the ability of small businesses to succeed in San Diego. The board also takes an active role in regional, state, and national issues that affect the small business community in San Diego. The board is staffed by the Office of Small Business.
- *Small Business Outreach* - This program promotes City and partner agency programs to the small business community of San Diego, through direct contact and media relations, publications, special event coordination, trade show participation, and advertising. A new citywide business newsletter and an *Entrepreneur's Guide to San Diego*, are also being developed to reach the City's nearly 60,000 small businesses with information to help them succeed. Extensive outreach efforts are also focused on specific projects, such as commercial revitalization and major public works projects in the City's BIDs and other commercial areas.
- *Parking Meter Revenue Districts* - This new program helps to finance solutions to parking supply challenges in 12 commercial districts located in Downtown, Uptown and Mid-City. OSB administers the 45% of City parking meter revenue allocated to these areas. Each district has its own parking challenges and solutions, and each district program is being designed and implemented separately.
- *Business Resource Station* - Introduced in 1994, the Business Resource Station is an interactive information center designed to provide entrepreneurs with everything they need to know about starting a small business in the City of San Diego. Information includes local, state, federal, and private resources for various types of businesses. This information is available in the City Operations Building or via Internet.
- *CEAPER Project* - The College/Eastern Area Planning and Economic Review (CEAPER) Project, pronounced "keeper", implements programs designed to refurbish the residential and business communities in the College and Eastern Areas of San Diego. This includes improved access to affordable housing and rental units. Specific land use and development strategies will be used to assist or develop retail and commercial businesses along University Avenue from the La Mesa border to 54th Street, along other major urban business corridors.

### REVITALIZATION:

San Diego's Revitalization projects are budgeted in the Economic Development Division but are managed through the Redevelopment and Revitalization Division. Revitalization projects involve administration of public improvement contracts and various service contracts with community-based nonprofit organizations; administration of the federally-designated Enterprise Community; and coordination among community groups and public works agencies.

- *Enterprise Community* - The City of San Diego received federal Enterprise Community status in 1994. This 10-year federal initiative includes a one-time allocation of grant funds totaling \$2.95 million for a variety of revitalization efforts to provide comprehensive coordination of social services, health services, education, housing, and economic development in a geographic area identified as having the region's highest level of poverty.

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- *Neighborhood Revitalization Projects* - Revitalization staff work in partnership with community members and organizations to beautify commercial streetscapes and to improve infrastructure in targeted neighborhoods throughout San Diego. Projects include additional security lighting, landscaping, community signage, artwork, sidewalks, curbs and tree plantings as well as the award winning Infrastructure Impact Program.

### ***Community Services Division***

Community Services is a division of the City's Economic Development and Community Services Department. The City's Community Services Division provides high quality human services to enhance the quality of life of the diverse population of San Diego.

#### ***Areas of Focus***

To accomplish the mission of providing high quality human services, focus is placed on the following eight areas:

- Community Development Block Grants for Social Services
- Child Care Services
- Disability Services
- Homeless Services
- Youth Services
- Welfare to Work/Pride and Promise
- Operation Weed and Seed
- Grant Coordination

#### ***COMMUNITY DEVELOPMENT BLOCK GRANTS FOR SOCIAL SERVICES***

The City distributes approximately \$19 million annually from the federal government in Community Development Block Grant (CDBG) funds. These funds principally benefit low and moderate income citizens through the prevention and elimination of neighborhood blight, and the alleviation of serious and immediate threats to the health and welfare of community residents. Most CDBG-funded activities are physical in nature, such as new construction, building renovation, and street improvements.

However, a limited number of social service projects are also funded including senior nutrition, juvenile delinquency prevention, homeless assistance, and others.

#### ***CHILD CARE SERVICES***

Child Care Services increases the accessibility, affordability and quality of childcare, and also encourages employer supported childcare efforts. To implement these policies, the Child Care Services coordinator works with the Child Care Advisory Board, made up of providers and representatives from the state and the Board of Education.

The coordinator also works with both the public and private sectors to create collaborations to expand child care. Technical assistance provided from the design through permitting, which includes planning, zoning, inspection, and licensing. The coordinator oversees the "6 to 6" Extended School Day Program and the City employees' Child Care Center.

#### ***DISABILITY SERVICES***

Disability Services increases accessibility to the City's programs, services and facilities for persons with disabilities. The Disability Services Coordinator ensures that the City complies with non-discrimination laws such as the federal American with Disabilities Act (ADA). Together with the Citizens Review Committee for ADA and Disability Issues and the Subcommittee for the Removal of Access Barriers, Disability Services reviews, updates, and administers the City's required transition plan for accessibility. The coordinator also acts as a liaison between the Citizens Review Committee, City departments, and various agencies in developing City policies for issues facing the disabled community.

#### ***HOMELESS SERVICES***

Homeless Services plans, organizes, and coordinates initiatives and strategies to assist the homeless community. The Homeless Services Coordinator is a liaison between City departments and other governmental and nonprofit agencies to formulate and



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administer policies affecting the homeless. The coordinator advises the Mayor and City Council and the City Manager on the formulation of policies, implementation of new legislation, and program development of homeless services. The coordinator also acts as a liaison between the City, the homeless community, and organizations serving the homeless. Homeless Services is responsible for the City's Winter Shelter Program and manages the Homeless Outreach Team.

### ***YOUTH SERVICES***

The Youth Services Administrator is responsible for all youth services provided by City departments, and is a liaison between the City and community organizations that provide services to youth. Youth Services is responsible for the City's participation in the Summer Youthforce Program.

### ***WELFARE-TO-WORK/PRIDE AND PROMISE PROGRAM***

The Pride and Promise Program is a community partnership that combines private and government funding, civic leadership, corporate involvement, and social service expertise to provide welfare recipients with the skills they need to find and keep a job. Candidates for the Pride and Promise Program are selected from a pool of welfare recipients currently receiving on-the-job training within various City departments. The City assists approximately 500 people each year with obtaining meaningful work experience and training. Pride and Promise will be adding job readiness skills including customer service, office equipment operation, and life skills training to this City-sponsored work experience program. With more than 50 percent of the county's welfare recipients residing in the City, Pride and Promise will aid the county's efforts and serve as a model for other cities in the region.

### ***OPERATION WEED AND SEED***

The City's Operation Weed and Seed initiative, funded through the U.S. Department of Justice, is a multi-agency strategy that "weeds out" undesirable elements such as violent crime, gang activity, drug use, and drug trafficking in a targeted area of San Diego. The program then "seeds" the area by restoring those neighborhoods through a variety of social and economic revitalization activities.

The target area includes parts of the Lincoln Park, Mountain View and Southcrest communities of the City of San Diego. Local, state and federal law enforcement agencies work together to implement a successful effort in fighting crime in the area and finding permanent solutions to problems. Agencies outside the City involved in the program include the FBI, U.S. Drug Enforcement Agency; U.S. Bureau of Alcohol, Tobacco and Firearms; U.S. Immigration and Naturalization Service; Naval Criminal Investigative Service, U.S. Marshall's Office; California Highway Patrol; San Diego County Sheriffs Department; and San Diego County Probation Department. Many of the seeding ideas come from Safe Haven, located at 4149 Newton Avenue, in the Southcrest community. The facility serves as a hub for the many Operation Weed and Seed services.

### ***GRANT COORDINATION***

The grants coordinator assists City departments in researching and identifying potential grant funding sources from the state and federal government, encourages and coordinates the initiation of grant requests, coordinates their submission, and acts as a liaison with funding agencies. The coordinator also manages grants awarded to the Economic Development and Community Services Department.

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### **POLICE**

#### ***DRUG ABATEMENT RESPONSE TEAM (DART)***

The goal of the Drug Abatement Response Team is to support community members in their efforts to resolve concerns regarding drug activity in their neighborhood by implementing an aggressive, proactive approach to abating drug activities.

##### ***Service Objectives***

- To improve the effectiveness of the Program by reducing the time it takes to respond to complaints, reducing case backlog, and promoting property rehabilitation.
- To establish a broad network with community and professional organizations to develop private partnerships for property rehabilitation.
- To enhance coordination and responsiveness of other City code enforcement divisions in responding to DART locations.

##### ***Summary***

The Drug Abatement Response Team is a special team that responds to problems with properties that have been overtaken by drug activity and require strong and immediate action. Once a property is targeted for DART enforcement, proactive measures are taken to bring the owner into voluntary compliance to control and eradicate the drug problem. When voluntary compliance options are exhausted, the owner's property is referred to the City Attorney's Office for further proceedings, including possible civil prosecution.

#### ***DRUG ABUSE RESISTANCE EDUCATION (DARE) PROGRAM***

The goal of the Drug Abuse Resistance Education Program is to teach school-age students the skills needed to resist drug usage and how to handle the pressures that go along with that decision.

##### ***Service Objectives***

- To reduce student substance abuse, including cigarettes and alcohol.
- To reduce school vandalism and truancy.
- To increase positive attitudes toward law enforcement.

##### ***Summary***

In January of 1983, the Los Angeles Police Department and the Los Angeles Unified School District formed a partnership to develop a comprehensive drug prevention education program for elementary school children.

In 1988, DARE was brought to San Diego and can now be found in nearly every school in the City. The DARE curriculum consists of seventeen one-hour a week lessons taught by unarmed, uniformed officers in a classroom setting. The Program stresses social decision-making skills, training in resisting pressures, assertiveness, stress management, and alternatives to drug use.

#### ***DOMESTIC VIOLENCE INVESTIGATIONS UNIT***

The goal of the Domestic Violence Investigations Unit is to investigate all cases of domestic violence in a timely, impartial, and consistent manner, and to prevent the escalation of domestic violence by assisting victims in obtaining restraining orders.

##### ***Service Objectives***

- To investigate all domestic violence cases that occur in the City of San Diego.
- To work closely with the District Attorney and City Attorney to assure vigorous prosecution of offenders.
- To assist victims of domestic violence in obtaining restraining orders.

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### *Summary*

The Domestic Violence Investigations Unit investigates all domestic violence cases that occur in the City of San Diego. The Program works to protect the victim, stop the violence, and hold the offender accountable by forwarding the case to the prosecutor. The Program attempts to decrease long-term family violence through early detection and intervention.

### **FIELD OPERATIONS/NEIGHBORHOOD POLICING**

The goal of Field Operations is to maintain a peaceful community, to protect the lives and property of its citizens, to reduce opportunities for criminal acts, and to apprehend individuals suspected of committing criminal acts. Further, it is the intent of Field Operations to achieve this goal through neighborhood-oriented policing.

### *Service Objectives*

- To maintain response time to the highest priority calls (those involving imminent threat to human life) within an average of seven minutes.
- To increase the portion of an officer's time spent concentrating on proactive policing efforts in the neighborhoods in which he or she patrols to an average of four hours of an officer's 10-hour shift.



*Police Field Operations*

### *Summary*

While maintaining response time to those calls involving imminent threat to human life to under seven minutes, patrol officers use their proactive time to concentrate on neighborhood policing strategies. The beat cop uses problem-solving techniques to alleviate persistent problems in the neighborhoods in which he or she patrols. Neighborhood policing focuses greater emphasis on the prevention side of law enforcement while still maintaining a swift and effective response to crimes that have already occurred.

### **POLICE STOREFRONTS/NEIGHBORHOOD WATCH PROGRAM**

The goal of the Neighborhood Watch Program is to educate residents in how to identify and eradicate conditions that foster crime and disorder problems, and to enlist and encourage public involvement in crime prevention and control methods.

### *Service Objectives*

- To recruit and foster volunteers in Neighborhood Watch.
- To conduct Neighborhood Watch community presentations.
- To conduct personal and/or property crime prevention presentations.
- To coordinate problem-solving efforts within the community utilizing available resources.
- To coordinate training in organizational structures and crime-prevention techniques for Neighborhood Watch volunteer coordinators.

### *Summary*

The Police Department actively promotes the formation and maintenance of Neighborhood Watch groups as part of its storefront operations. To support the efforts of the existing program and to address broader concerns, Neighborhood Watch is in the

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process of being revitalized based on the 21 recommendations of the Chief of Police's Neighborhood Watch Advisory Board. Strategies to engage the community are being implemented to foster and promote a true community/police partnership. Working from storefronts, Neighborhood Watch community groups will utilize the Neighborhood Policing philosophy to identify and develop solutions to community and crime problems using resources available in and outside the Police Department. Community members will receive extensive training through the storefronts in a variety of subjects including crime prevention, problem solving, facilitation, and personal protection.

### **OPERATION WEED AND SEED GRANT PROGRAM**

The goal of the Operation Weed and Seed Grant Program is to develop a multi-agency approach, involving residents, in ridding the targeted neighborhood of crime.

#### ***Service Objectives***

- To eliminate violent crime, property crime, gang activity, drug trafficking, drug dealing, overt drug usage, and related crime and nuisance activity from the targeted high-crime neighborhood.
- To create a safe environment for all law-abiding residents to live, work, play, be educated, and raise a family in the targeted neighborhood.

#### ***Summary***

Operation Weed and Seed is a grant-funded program which began in San Diego in April, 1992. In the targeted neighborhood of Southcrest, a vigorous law enforcement and prosecution strategy was developed, involving federal, state, local, and private agency resources, in order to "weed" the area of drug, crime, gang, and nuisance activity. The second phase of the Program includes stabilizing the area through community-oriented policing and making efforts to "seed" the neighborhood with housing, employment, and socially sustaining programs.



*Fire Brush Management*

## **FIRE AND LIFE SAFETY SERVICES**

### **BRUSH MANAGEMENT AND WEED ABATEMENT PROGRAM**

The goal of the Brush Management and Weed Abatement Program is to reduce loss of life and property by performing fire safety inspections, educating the public and ensuring compliance with state and local codes regarding brush and weed hazards.

#### ***Service Objectives***

- To minimize fire hazards presented by brush and weeds through inspections and enforcement of applicable codes and regulations.
- To respond to all complaints regarding brush and weed hazards within 15 days.
- To provide public information on the hazards presented by excess brush and weeds and how those hazards can be managed.

#### ***Summary***

The Brush Management and Weed Abatement Program addresses the problem of fire hazards created by brush and weeds throughout the city. The program is managed by the department's Fire and Hazard



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Prevention division, which is the single point of contact for all inquiries and complaints about brush and weeds. Program personnel conduct inspections and issue violation notices if hazards exist. A proactive weed abatement effort targets vacant properties with the goal of voluntary weed clearance by property owners. Canyon Fire Safety brochures, distributed annually to canyon property residents, provide information on minimizing the dangers caused by brush-covered slopes. Fire station personnel assist the program staff with public education and inspections.

### ***HAZARDOUS INCIDENT RESPONSE TEAM (HIRT)***

The goal of the Hazardous Incident Response Team (HIRT) is to provide the City of San Diego with protection of life, environment and property through effective hazardous materials (HazMat) incident response.

#### ***Service Objectives***

- To respond to approximately 450 HazMat incidents per year.
- To respond to all hazardous incident response requests in the city within 30 minutes and within 60 minutes in the county.
- To maintain a contract with the County of San Diego under which the San Diego Fire and Life Safety Services Department provides hazardous incident response service County-wide.
- To maintain a contract with the County of San Diego for the First Responder Business Plan Program to develop hazardous materials storage plans for fire departments County-wide.

#### ***Summary***

Established in 1982, the City's Hazardous Materials Incident Response Team (HIRT) responds to incidents which pose a threat to life, environment and property via exposure to hazardous materials. In 1986, HIRT

and County Environmental Health personnel forged a joint team which has become a nationwide model of effective hazardous materials incident management. In Fiscal Year 1998, San Diego Fire and Life Safety Services created the Environmental Response Team (ERT) to respond to incidents within the City of San Diego which involve potentially hazardous waste, but do not require full HIRT level expertise. Comprised of two HazMat certified firefighters, the Environmental Response Team is capable of packaging, transporting and consolidating abandoned hazardous waste, thereby reducing the expense of clean up by contractors.



***Fire Rescue Truck***

### ***EMERGENCY MEDICAL SERVICES PROGRAM***

The goal of the Emergency Medical Services (EMS) Program is to provide the City of San Diego with the highest level of pre-hospital emergency medical care available. The program includes Emergency Medical Technician (EMT) Training, the EMT-Defibrillation Program, Advanced Life Support First Responder Program and the EMS Medical Transport Program.

#### ***Service Objectives***

- To ensure quality skill levels in 900 emergency service personnel in the delivery of emergency pre-hospital medical care.
- To provide timely response by qualified paramedics at medical incidents.

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- To provide early defibrillation for patients experiencing deadly cardiac dysrhythmias and reduce the incidence of deaths related to pre-hospital cardiac arrest.
- To reduce preventable pre-hospital deaths through early paramedic assessment and intervention.
- To provide equitable time delivery of advanced life support and medical transportation throughout all communities within the City of San Diego.
- To provide a system of continual quality assurance and review for purposes of assessment and training.

### *Summary*

Following City Council approval of a new paramedic system design in Fiscal Year 1997, San Diego Fire and Life Safety Services expanded its Paramedic First Responder Program from 21 to 43 medic engine companies in the City of San Diego. Each medic engine company includes one firefighter/paramedic to administer ALS (Advanced Life Support) services, as well as three Firefighter/EMTs to assist in BLS (Basic Life Support) services and automatic external defibrillation. On July 1, 1997, San Diego Fire and Life Safety Services combined with Rural Metro Corporation of Scottsdale, AZ to provide emergency medical transport services to the City of San Diego. This unique public-private partnership is known as San Diego Medical Services Enterprise. At the end of its second year of operation, the enterprise continues to surpass expectations for quality emergency medical care while maintaining fiscal stability.

### *LIFEGUARD SERVICE*

The goal of the Lifeguard Service is to provide safety, security and education to users of San Diego coastal areas and waterways, render emergency water rescue to inland areas, and respond to requests for divers.

### *Service Objectives*

- To provide lifeguards with direction and support to ensure that the public is well served.

- To maintain a safety index greater than 99.9% (less than .1% of an estimated 14 million beach users require emergency services.)
- To provide public education, such as the Junior Lifeguard Program, elementary school beach safety demonstrations and watercraft safety classes.

### *Summary*

The Lifeguard Service provides lifeguard supervision, boating safety patrol, emergency rescue services, marine fire fighting, law enforcement and public safety education for San Diego's coastal beaches and cliffs in the Mission Bay and Pacific Ocean areas up to three miles offshore.

Lifeguards perform water and cliff rescue, administer emergency medical aid, enforce state and local laws, assist boaters in distress, provide public safety education, and take other actions to enhance the experiences of visitors to coastal areas. Inland water rescues are rendered by the River Rescue Team during flooding and at other times as necessary. Emergency and non-emergency requests for scuba divers are provided by the Dive Team.



*Lifeguard Service*

### ***LIBRARY***

#### ***BRANCH LIBRARIES PROGRAM***

The goal of the Branch Libraries Program is to operate and manage 33 branch libraries located throughout the City.

##### ***Service Objectives***

- To operate and maintain 33 branch libraries for an average of 50 service hours per week.
- To make 1,685,864 cataloged books and audio-visual materials available at the branch libraries.

##### ***Summary***

The branch libraries serve the library and information needs of a diverse population through their customized collections of popular and current materials in a variety of print and non-print formats. In addition, the branches provide a forum for information exchange, literacy tutoring, and special programs that complement the collections and services. Special focus is placed on the implementation of homework centers, youth programs, and community partnerships that support the goals of the Neighborhood Pride and Protection Program.

#### ***CENTRAL LIBRARY PROGRAM***

The goal of the Central Library is to provide an extensive collection of books, journals, other print and non-print materials, and expert staff to meet the reference, information, and electronic access needs of the public seven days per week.

##### ***Service Objectives***

- To operate and maintain the Central Library for 64 service hours per week.
- To make 733,707 cataloged books and audio-visual materials and 1,711,976 government documents available to the public.



***Malcolm X Library***

- To provide specialized reference collections and expert staff to assist patrons in meeting their information needs.

##### ***Summary***

The Central Library makes an extensive collection of books, bound journals, government documents, and other print and non-print materials available to the public. Staff is available to answer reference questions for patrons who visit the library or request information by phone. The Central Library enhances the delivery of information to its patrons through electronic links, and sponsoring cultural and educational activities such as the ongoing film series, concerts, art exhibits, and children's programs.

#### ***DISABLED SERVICES PROGRAM***

The goal of the Disabled Services Program is to provide access to Library information and services to persons with disabilities, including those who are vision or hearing impaired, developmentally and learning disabled, use wheelchairs, and are transportation disabled.

# City Operations and Services

## Citywide Programs and Achievements

### *Service Objectives*

- To operate the I CAN! Center at the Central Library and three regional mini-centers at the Balboa, Otay Mesa, and Rancho Bernardo Branch Libraries to enhance neighborhood delivery of services to persons with disabilities.
- To maintain the Braille Institute talking book service at the Central Library and twelve branch libraries throughout the City.

### *Summary*

In 1991, space in the Central Library was dedicated to the creation of the I CAN! Center, which is the Library's headquarters for service to people with disabilities. Branch and Central Library staff refer patrons with disabilities to the I CAN! Center when assistance is required. Services provided by the Center include: home delivery service to persons who are unable to visit the Library, introduction and guidance in the use of libraries, Braille Institute talking book service, assistive listening devices for use in library meeting rooms and at reference desks, loan of closed captioned videos and decoders, Telephone Devices for the Deaf (TDD) available for public use, devices available for use in the library which read print material and computer software programs in Spanish and English, and closed circuit video magnifiers (CCTV) that enlarge print up to 60 times.

### ***PARTNERSHIPS FOR CHANGE PROGRAM***

The goal of the Partnerships for Change Program is to provide creative and long-term commitments to serve the information needs of San Diego's ethnic communities.

### *Service Objectives*

- To operate legal resource centers at the City Heights, Linda Vista, and San Ysidro Branch Libraries in cooperation with the University of San Diego School of Law, and to expand the program to additional branch libraries as grant funds become available.

- To sponsor 300 programs for adults and children and special events, such as educational symposiums and cultural fairs, with approximately 15,000 attendees at the Linda Vista, Logan Heights, and Malcolm X Branch Libraries.

### *Summary*

The Partnerships for Change Program was established at the Linda Vista and Logan Heights Branch Libraries by a three-year grant from the State Library. Now in its eighth successful year, funding is provided entirely by the City of San Diego to serve the Asian/Pacific Islander populations in Linda Vista, and the Hispanic community in Logan Heights. In addition, services to the African-American community have been provided at the Malcolm X Branch since its opening in 1996. The Program has focused particularly on youth and young adults, and has been developed through a partnership between the Library and community partners to shape the service programs to adapt to the ethnic and cultural diversities of these three communities.

### ***READ/SAN DIEGO ADULT LITERACY PROGRAM***

The goal of the READ/San Diego Literacy Program is to enable adults to acquire basic skills in speaking English, reading, writing and computation, so they may more fully participate in society as parents and



*Library Disabled Services*



# City Operations and Services

## Citywide Programs and Achievements

family members, as community members, and as workers.

### *Service Objectives*

- To maintain a learner enrollment of 900, with 250 being new Fiscal Year 2000 enrollees; train an additional 200 volunteer tutors; and sustain 50 non-tutoring volunteers for support staff.
- To develop two new community partnerships to meet the communities' literacy needs, and to maintain an average of 20 active joint literacy ventures in the City.
- To host the Tenth Annual Tutor Conference for literacy tutors from Southern California, and continue to assist with the Families for Literacy Program at the Malcolm X and Weingart City Heights Libraries.

### *Summary*

The READ/San Diego Adult Literacy Program celebrated its tenth year of providing quality literacy tutorial instructions for adults. Since 1988, over 5,000 adults have been served in the City of San Diego. The READ/San Diego Adult Literacy Program was the first literacy program in the nation to conduct an ethnic tutor recruitment campaign that was replicated throughout the State of California. The program is also a leader in workplace literacy programs and computer-assisted instruction, and is the first literacy program in California to incorporate learning disabilities into tutor training.

### **YOUTH SERVICES/HOMEWORK CENTERS PROGRAM**

The goal of the Youth Services/Homework Centers Program is to provide (via the Neighborhood Pride and Protection Program) an alternative destination for at-risk youth, and to further opportunities for families to visit the Library together.

### *Service Objectives*

- To visit all public elementary schools in the seven Neighborhood Pride and Protection targeted communities to promote library services to children, including at-risk youth.
- To conduct 2,400 programs annually, such as reading incentive activities and educational programs, for pre-school and school age children.
- To maintain system-wide homework center computer use at 75,000 sessions annually.

### *Summary*

Full-time Youth Services Librarians assigned to the Central Library, and approximately half the branch libraries, enhance outreach and cooperative efforts with local schools and community agencies, and provide special interest programming to attract youth to the Library. Homework Centers have been established at the Central Library and all branches which include study carrels, personal computers, and supplemental materials, all aimed at developing skills in reading, providing assistance with school assignments, and developing individual learning programs. Satellite Homework Centers have also been established at sites outside of the Library, such as after school recreation sites, Boys and Girls Clubs, YMCA's, and shelters.

## **PARK AND RECREATION**

### **CITYWIDE PARK AND RECREATION CENTER PROGRAM**

The goal of the Park and Recreation Center Program is to provide a comprehensive program of leisure and recreation activities by operating and maintaining a variety of parks and recreation centers.

# City Operations and Services

## Citywide Programs and Achievements



*View of  
Balboa Park  
from the  
California  
Tower*

### *Service Objectives*

- To operate and maintain 325 parks and 49 recreation centers for public use.

### *Summary*

The Park and Recreation Center Program is responsible for the operation, supervision, and maintenance of community, neighborhood, and open space park and recreation facilities. This includes the maintenance and operation of buildings and parks, as well as recreation programs and liaison with school districts and youth-serving organizations.

### **PARK RANGER PROGRAMS**

The goal of the Park Ranger Programs is to assist in the management and maintenance of regional and resource based parks. The major focus is on resource protection, while providing for public access and appropriate recreational activities. Park Ranger programs have been implemented in Mission Trails Regional Park, Los Peñasquitos Canyon Preserve, Balboa/Presidio/Mission Hills Parks, Mission Bay Park, Chollas Park, and the Tri-Canyon Parks

(Tecolote Canyon, Marian Bear Memorial Park, and Rose Canyon Open Space Park). A Park Ranger Program was initiated in January, 1999 to manage the Black Mountain Open Space Park, Crest Canyon Reserve, and the San Pasqual Open Space Park. In each of these parks, the program's goal is to establish a visually observable presence to park patrons, aid public safety, protect public and private property within the parks, coordinate and report potential law enforcement problems to the Police Department, and to provide information to the public regarding park rules and regulations, activities and events, and assets unique to each park. This is accomplished through public contact and interpretive programs.

### *Service Objectives*

- To provide long-term protection of the City's Regional and Open Space Parks.
- To provide the public with safe, compatible recreational activities and access.
- To provide interpretive and educational programs to the public on the history and environmental and cultural assets of the park.

# City Operations and Services

## Citywide Programs and Achievements

### *Summary*

The Park Ranger Programs now provide five rangers in Mission Trails Regional Park, two in Los Peñasquitos Canyon Preserve, four in Mission Bay Park, six in Balboa/Presidio, Mission Hills Parks, four in the Tri-Canyons (Tecolote Canyon, Marian Bear and Rose Canyon), one Park Ranger in Chollas Lake Park, and one in the Black Mountain/Crest Canyon/San Pasqual Open Space System. The staff provide interpretive programs, supervise maintenance needs, provide input on capital projects within the respective parks, protect park resources and provide public safety, coordinate volunteer projects, conduct tours, and provide informational programs to schools and service organizations.

The Balboa/Presidio/Mission Hills Parks' Park Ranger Program provides traffic, parking and crowd control; habitat restoration and preservation; interpretive services; information to the public; monitors parking areas; facility security; and acts as a liaison with park users, permits users, and park institutions. Additionally, the Park Rangers issue misdemeanor citations and coordinate with the San Diego Police Department on more serious law situations.

The Mission Bay Park Program provides enforcement regarding park use permits, municipal code violations, and provides interpretive programs.

### ***CITYWIDE AFTER SCHOOL SUPERVISED RECREATION PROGRAM***

The goal of the After School Recreation Program is to provide quality supervised recreation programs for school-aged children through participation in specialized games and sports, arts and crafts, and social and cultural programs.

#### ***Service Objectives***

- To operate 38 after school sites at elementary and middle schools Citywide.

- To provide seven additional after school programs in low income communities through contract with the YMCA.
- To enhance the lives of approximately 3,000 children daily through constructive and positive recreation programs and activities.

### *Summary*

The After School Recreation Program is designed to provide children with a safe environment which features positive and constructive programs to participate in after school. While not designed as a structured child care plan, the Program fills a child-care or latch-key need for many families in all communities. In FY 1999, thirty-one after school playground program sites were converted to the Six-to-Six (before and after school) Program.

### ***CITYWIDE SWIMMING PROGRAM***

The goal of the Swimming Program is to provide youths and adults with swimming opportunities through a comprehensive system of permanent community pools.

#### ***Service Objectives***

- To increase water safety awareness among San Diego youth through swimming instruction programs.



*Citywide Swimming Program*

# City Operations and Services

## Citywide Programs and Achievements

- To provide an extended season at eleven pools to increase pool usage. The regular pool season is scheduled from Memorial Day to Labor Day.
- To improve the quality of swimming opportunities by providing a variety of year-round programs and activities.

### *Summary*

The Citywide Swimming Program operates and supervises thirteen permanent swimming pools throughout the City. The pools are located in Allied Gardens, Clairemont, Colina del Sol (East San Diego), Balboa Park, Kearny Mesa, Valencia/Skyline, Otay Mesa-Nestor/San Ysidro, Golden Hill/Memorial, University City, Tierrasanta, and City Heights. Carmel Valley and Mira Mesa Hourglass pools are expected to open in the Fall of 1999. The Martin Luther King, Jr., Pool will be open year-round.

### **GOLF COURSE OPERATIONS**

The goal of Golf Course Operations is to operate and maintain Torrey Pines and Balboa Golf Courses in a safe, clean, and attractive manner that provides a high quality recreational experience for the local and visiting golfing public.

### *Service Objectives*

- To maintain speed of play at 4.5 hours per 18-hole round at Torrey Pines Golf Course and 4.5 hours per 18-hole round at Balboa Golf Course.
- To utilize 20-30 volunteer golf marshals at Torrey Pines and Balboa Golf Courses to monitor speed of play and assist golfers.

### *Summary*

Golf Course Operations provide the public with the opportunity to golf year-round on safe, clean, attractive courses at Torrey Pines and Balboa Golf Courses.

Torrey Pines Golf Course, which hosts the Buick Invitational, is the only municipal golf course in the country to host a Professional Golfer's Association (PGA) Tour Event. Torrey Pines also hosts the annual Junior World Golf Championship, the largest junior golf tournament in the United States. Torrey Pines and Balboa combined accommodate over one hundred tournaments each year, with many sponsored by local companies and civic organizations.

### **DOWNTOWN ENHANCEMENT/GRAFFITI CONTROL PROGRAM**

The goal of the Downtown Enhancement/Graffiti Control Program is to enhance the downtown area by maintaining public rights-of-way and attendant facilities in a graffiti-free condition.

### *Service Objectives*

- To inspect and remove graffiti, where needed, at least three times per week.
- To remove any reported or observed graffiti of an objectionable or obscene nature within 24 hours.
- To apply an anti-graffiti coating on all facilities to prevent future defacing of property.

### *Summary*

The purpose of the Downtown Enhancement/Graffiti Control Program is to remove graffiti from facilities in the public rights-of-way in the Centre City area (Laurel Street to the north, I-5 on the east, Pacific Highway on the west, and Harbor Drive/Commercial Street on the South).

### **ENVIRONMENTAL SERVICES**

#### **CITYWIDE REFUSE COLLECTION AND LANDFILL OPERATIONS PROGRAM**

The goals of the Refuse Collection and Landfill Operations Programs are to provide weekly residential refuse collection services to maintain a clean and healthy community and to provide for the



# City Operations and Services

## Citywide Programs and Achievements



### *Landfill Operations Program*

efficient and environmentally sound disposal of all non-recyclable solid wastes generated in the City.

### *Service Objectives*

- To collect refuse on assigned day from 305,000 City customers.
- To collect approximately 347,000 budgeted tons of refuse.
- To dispose of approximately 1,306,000 tons of waste projected to be received at Miramar Landfill in Fiscal Year 2000.
- To divert 98,000 tons of greens and wood waste from disposal.

### *Summary*

The City's Environmental Services Department provides weekly refuse collection services to all City residences which are accessible from the public rights-of-way. Service is also provided to some small businesses. In 1994, the City Council authorized a five-year program to provide automated refuse collection to 305,000 households and small businesses. This process was completed in FY 1999. After five years of operation, the Automated Refuse Collection Program has resulted in savings of approximately \$3.7 million in personnel and equipment related expenses. It is anticipated that the program will reduce City refuse collection costs by a total of \$18 million over an initial ten-year period

ending 2004. After the ten-year period, savings resulting from the automated program compared to a manual refuse collection system are expected to be \$6 million annually.

In addition, the City operates the Miramar Landfill under the Landfill Operations Program, which provides for the disposal of the majority of the permit-acceptable solid wastes generated in the City. The program provides engineering services for landfill-based operations, and funding for state mandated fees and annual deposits to the landfill closure and post-closure maintenance reserve fund. This program also provides funding for subsidy payments to the Recycling Fund in lieu of a Recycling Fee (AB939) on Navy and other exempt tonnage.

### **GREENS MATERIAL RECYCLING PROGRAM**

The goal of the Greens Material Recycling Program is to provide residential curbside collection of greens material as an essential component of the City's Integrated Environmental Services Plan.

### *Service Objectives*

- To collect Greens Material on assigned day of collection from 100% of residents covered and participating in the program.
- To collect an estimated 41,000 tons of greens material.

### *Summary*

The Greens Material Recycling Program provides weekly curbside greenery recycling service to designated community areas within the City. The greenery material is mulched and used for various purposes, such as providing for weed control and water conservation in our parks and along public rights-of-way. The collection of greens material helps to conserve valuable landfill space as well as meet the City's recycling goals. During the FY 2000 budget process, City Council authorized a four year program to provide Citywide collection of greens material, as well as shift to a bi-weekly automated form of collection.

# City Operations and Services

## Citywide Programs and Achievements

### ***CURBSIDE RECYCLING PROGRAM***

The goal of the Curbside Recycling Program is to provide bi-weekly curbside recycling services citywide in order to divert recyclable materials from the City's landfill. In FY 2000 automated curbside recycling will expand to 153,000 households.

#### ***Service Objectives***

- To provide recycling services to 153,000 homes.
- To divert 2,500 tons of recyclable materials per month from the landfill.

#### ***Summary***

The City of San Diego began a pilot Curbside Recycling Program in 1988 to divert recyclable materials from the City's landfill. The City has met the State regulated 25% diversion goal for 1995 and is now striving to meet the State's 50% diversion goal for the year 2000. In December 1998, this process was converted to a bi-weekly, commingled, automated service. The Curbside Recycling Program also serves to educate the public on how to reuse and recycle materials to help save our natural resources. During the FY 2000 budget process, the City Council authorized a three-year program to provide citywide automated curbside recycling services. The first phase of expansion will begin in FY 2000.

### ***HOUSEHOLD HAZARDOUS WASTE PROGRAM***

The goal of the Household Hazardous Waste Program is to provide household hazardous waste collection services for City residents and to provide emergency pick-up and drop-off services of household hazardous waste for all residents of the City of San Diego.

#### ***Service Objectives***

- To operate a household hazardous waste collection facility.
- To conduct eight auto recycling collection events per year, pending grant funding.



***Streetsweeper***

- To provide information on alternatives to hazardous materials and smart shopping tips for household products.

#### ***Summary***

The Household Hazardous Waste Program provides City residents with appropriate disposal options for hazardous wastes; it is illegal to dispose of household hazardous waste in the trash, down the sewer, or into a storm drain. The program also provides citizens with educational materials and safety tips for handling household hazardous products. In addition, the City is currently the recipient of a State Used Oil Block Grant which provides funding for used oil and oil filter collection services, and related public education.

## ***TRANSPORTATION***

### ***STREET SWEEPING PROGRAM***

The goal of the Street Sweeping Program is to reduce stormwater pollution by removing silt, trash, and chemicals from the roadside gutter before they enter the storm drain system. It also serves to clean and maintain the attractiveness of communities, thus enhancing business viability and residential values.

#### ***Service Objectives***

- To sweep residential streets at least nine times per year.

# City Operations and Services

## Citywide Programs and Achievements

- To sweep commercial streets at least once per week.

### *Summary*

Street sweeping reduces stormwater pollution by cleaning materials from street curbs Citywide. The program includes the posting and enforcement of parking restrictions on sweeping days in higher density areas and the storage and removal of debris to the landfill.

### ***VOLUNTEER DISABLED PARKING ENFORCEMENT PROGRAM***

The goal of the Volunteer Disabled Parking Enforcement Program is to provide the City of San Diego with enforcement of disabled parking regulations throughout the City.

### *Service Objectives*

- To recruit and maintain thirty volunteers to implement and operate the Program.
- To contact 100 businesses per year to educate them about the requirements of the Americans with Disabilities Act, with respect to providing adequate parking facilities on the premises.

### *Summary*

The Volunteer Disabled Parking Enforcement Program involves outfitting and training volunteers to enforce disabled parking regulations in private areas not currently enforced by existing parking enforcement officers, including shopping centers throughout San Diego. This cost recoverable Program establishes a public-private partnership and provides education to business owners regarding parking standards required by the Americans with Disabilities Act and the State Vehicle Code.

## ***WATER***

### ***SAN DIEGO CITY LAKES RECREATION PROGRAM***

The goal of the San Diego City Lakes Recreation Program is to provide the public with a broad-based outdoor recreation program offering a wide range of safe and high quality opportunities.

### *Services Objectives*

- To provide daily public access to Murray and Miramar Reservoirs on a year-round basis.
- To provide a seasonal water-contact program emphasizing water-skiing at San Vicente, board sailing at Lake Hodges, and jet-skiing at El Capitan.
- To provide seasonal access for fishing at Murray, Miramar, El Capitan, San Vicente, Hodges, Sutherland and Otay Reservoirs.

### *Summary*

The San Diego City Lakes Recreation Program has provided recreational public access to the City's municipal water supply reservoirs since 1913. A wide range of outdoor recreation opportunities are offered, including fishing, picnicking, boating, water-skiing, boardsailing, jetskiing, etc. The program is operated



*Lake Murray*

# City Operations and Services

## Citywide Programs and Achievements

on a self-sustained basis with revenues from user fees largely offsetting direct expenses associated with operation of the program.

### **WATER RESOURCES PROGRAM**

The goal of the Water Resources Program is to increase water conservation and the use of reclaimed water in the community.

#### *Services Objectives*

- To conduct more than 3,500 Interior/Exterior Water Use Surveys per year in order to conserve 165 acre feet of water per year.
- To issue 20,000 ultra-low flush toilet retrofit rebates per year in order to conserve 830 acre feet of water per year.

#### *Summary*

The Water Resources Program develops and administers Citywide water conservation programs designed to promote permanent water savings. The Water Resources Program also promotes conservation through community education and informational campaigns, distribution of water conservation materials, conducting water use surveys, promotion of an ultra-low flush toilet rebate program, and utilization of a twenty-four hour Water Conservation Hotline.

### **EMERGENCY MANAGEMENT COORDINATION AND EMERGENCY PHONES PROGRAM**

The goals of the Emergency Management Coordination and Emergency Communications Program are to protect the health and safety of the public and the environment by responding to disaster and emergency situations when contacted, to quickly restore water and sewer services after a disaster or emergency, and to provide customers with information regarding their water and sewer systems.

#### *Services Objectives*

- To coordinate the City's response to all emergency situations that affect the City's ability to provide water and sewer service and protect the health and safety of the public and the environment.
- To provide water and sewer customers with 100% satisfactory responses with emergency phone service.

#### *Summary*

The Water Department Emergency Management Coordination Program, along with other City and non-city agencies, develops, plans, and implements the City's emergency management plan for responding to emergencies associated with natural, technical, or civil defense related disasters or large-scale accidents. In the event of an earthquake, dam failure, communication outage, hazardous material incident, sewage break, water outage or other emergency, the Emergency Management Program staff quickly mobilizes to restore water and sewer services and assist other agencies in responding to the emergency.

The Emergency Communications Program provides customers a resource to obtain information and report problems regarding the water and/or sewer systems. The Program maintains accurate and detailed reports from the public and creates work orders for crews and supervisors to investigate reports regarding the City's water and sewer infrastructure. The Emergency Communications Program receives approximately 43,000 calls per year.

### **METROPOLITAN WASTEWATER DEPARTMENT**

The goal of the Metropolitan Wastewater Department is to provide the public with a safe and efficient regional sewer system that protects our ocean water quality, supplements our limited water supply and meets federal standards, at the lowest possible cost.



# City Operations and Services

## Citywide Programs and Achievements

### *Service Objectives*

- To ensure the completion of milestones for the upgrade and expansion of the sewage system as mandated by the federal courts.
- To provide for wastewater treatment to the San Diego metropolitan area which serves 1.9 million users.
- To provide the public with up-to-date information regarding the goals and activities of the Metropolitan Wastewater Department.
- To minimize San Diego's dependence on imported water and supplement the City's limited water supply through water reclamation.
- To provide for the beneficial reuse of residual products produced by the wastewater treatment process.
- To ensure the protection of the marine environment by monitoring offshore waters for potential chemical, biological and physical impacts due to the discharge of treated wastewater.

### *Summary*

San Diego is known around the world for its glorious coastline, rich marine environment and endless variety of year-round water sports.



*Metro Biosolids Center*

In the world of ocean protection and wastewater treatment, the City of San Diego is known for something else: its ocean monitoring program. The Metropolitan Wastewater Department has taken a leading role in studying the effects of our regional treatment processes on the marine environment. The objective of this work is to preserve the quality of our ocean waters for the marine life that lives there and the people who rely upon it for recreation and livelihood.

Those of us lucky enough to live here recognize the value of our marine resources and take responsibility for preserving our good fortune for future generations. The Metropolitan Wastewater Department is doing its part to make that promise a reality.

### ***PUBLIC PARTICIPATION PROGRAM***

The goal of the Public Participation Program is to provide the public with up-to-date information regarding the goals and activities of the Metropolitan Wastewater Department, and to coordinate public meetings in compliance with environmental impact regulations.

### *Service Objectives*

- To produce and distribute a quarterly newsletter detailing the current and future activities of the Metropolitan Wastewater Department. The newsletter is distributed to concerned and interested citizens, public officials and civic organizations.
- To produce "Fact Sheets" for community areas that are affected by Metropolitan Wastewater Department construction projects.
- To maintain communication with local media, public officials and citizens through telephone hotlines, speaking engagements, etc.

# City Operations and Services

## Citywide Programs and Achievements



*Metropolitan Wastewater Revegetation Team replaces native species in Los Peñasquitos Lagoon*

### **Summary**

The Public Participation Program serves as a resource guide to the public to provide facts and information detailing the impact and benefits of Metropolitan Wastewater Department Projects.

### **PROMOTION OF LOCAL EMPLOYMENT OPPORTUNITIES PROGRAM**

The goal of the Promotion of Local Employment Opportunities Program is to enhance the local economy by providing opportunities for local employment through Metropolitan Wastewater Department construction contracts whenever possible.

### **Service Objectives**

- To provide approximately 18,360 jobs, through the year 2000, in the San Diego area through construction of the Metropolitan Wastewater Plan projects.

### **Summary**

The Metropolitan Wastewater Plan will generate over \$1.0 billion in construction contracts through the end of the decade. It is estimated that this will provide 18,360 job opportunities for the residents of San Diego through the year 2000.

## **INFORMATION TECHNOLOGY & COMMUNICATIONS (IT&C)**

### **CABLE TELEVISION PROGRAM**

The program provides administration and enforcement of cable television franchises including customer service standards, rate review analysis, and public complaint handling for the City's 350,000 cable television households. The Cable Television Program provides video production services and government cable channel operation including video coverage of public meetings, community outreach programming, video documentations, internal video production services, and emergency telecasting services. The program also includes telecommunications policy coordination and implementation.

### **Service Objectives**

- To enforce, administer, and regulate two cable television franchises ensuring that video service providers comply with city, state, and federal regulations.
- To facilitate implementation of the City's telecommunications policy.
- To provide professional, live and tape-delayed video coverage of sixty City public meetings annually.



*Info Tech Cable TV*

# City Operations and Services

## Citywide Programs and Achievements

- To provide twenty studio video productions annually.
- To provide fifty public service announcements, fifteen feature edited productions, and one hundred-fifty video bulletin board pages for City departments.

### ***Summary***

The City's Cable Television Program is taking a significant role to implement the City's telecommunications policy with regard to existing and new video service providers and telecommunications service companies. The video production component of the Cable Television Program provides municipal video production services and television programming for the City's award-winning government access cable television channel.

## ***Entrepreneurial Program***

The goal of the Entrepreneurial Program is to provide a means by which the City can venture into new revenue producing projects for the purpose of providing additional services to our citizens, employees and visitors while generating additional sources of revenue to fund other City services. While fostering a business approach to maximize the use of our valuable assets, the City can encourage and reward intelligent and prudent risk-taking while also developing mutually beneficial public-private partnerships. Ultimately the Entrepreneurial Program will develop into a potential funding source for department-suggested projects that would serve the public while generating new or additional City revenues.

### ***Service Objectives***

- To foster an innovative approach to utilizing City resources to enhance services to citizens.
- To develop a business perspective to maximize the use of valuable City assets.

- To become more efficient, effective and innovative in City operations.
- To create a marketing function to enhance the City's public image and to assist departments in identifying and selling assets and services to consumers.
- To build management information systems and appropriate controls which support entrepreneurship while providing necessary accountability.
- To obtain and designate funds to be used specifically for entrepreneurial projects.

### ***Summary***

For the last few years the City has made an effort to move towards a more entrepreneurial management philosophy. Included in this effort have been actions to enhance existing revenue sources as well as to reward and support entrepreneurial risk taking.

A few examples of entrepreneurial efforts are the City Store, The Centre for Organization Effectiveness, and the development of a Corporate Sponsorship Program. The City Store was established to create a new City revenue source, promote a display of pride in San Diego through sale of merchandise with the City's logos, and creatively dispose of unique surplus or salvaged City materials. The Centre for Organization Effectiveness utilizes City developed, innovative management development programs to provide a revenue stream for the City and raise the caliber of leadership in the region. These programs are on a request basis to public, non-profit and private organizations. Corporate Sponsorship is a goal of the Entrepreneurial Program that will allow for business sector involvement in joint financing of public projects and programs.

# City Operations and Services

## Citywide Programs and Achievements

### ***Special Promotional Programs***

The Special Promotional Programs budget, through the use of Transient Occupancy Tax (TOT) funds, provides support to non-profit organizations and programs that support the overall mission of TOT:

To advance the City's economic health by promoting the City of San Diego as a visitor destination in the national and international marketplace; support programs that increase hotel occupancy and attract industry resulting in the generation of TOT and other revenue; develop, enhance, and maintain visitor-related facilities; and support the City's cultural amenities and natural attractions.

#### ***Summary***

Special Promotional Programs are funded within five major categories:

- **Economic Development Programs**

The goal of this category is to promote the City as a visitor destination and advance the City's economy by increasing tourism and attracting industry. This category includes funding for both Citywide and Sub-regional Economic Development programs.



***San Diego Trolley***

- **Safety and Maintenance of Visitor-Related Facilities**

The goal of this category is to provide supplemental funding for public safety and the maintenance of visitor-related facilities. This category includes funding for the Regional Park Safety Program and public safety enhancements.

- **Capital Improvements**

The goal of this category is to provide funding for the renovation, construction and expansion of visitor-related facilities and projects. This category includes funding for capital improvements to Balboa Park and Mission Bay Park, and for the various extensions of the San Diego Trolley Line.

- **Arts, Culture, and Community Festivals**

The goal of this category is to enhance the economy and contribute to San Diego's reputation as a cultural destination by nurturing and maintaining art and culture institutions of national and international reputation; supporting programs and projects that provide access to excellence in culture and the arts for residents and visitors; and funding programs and events which enrich the lives of the people of San Diego and build healthy, vital neighborhoods. Programs within this category include art museums, dance companies, theatres and musical ensembles; in addition to street fairs, festivals, cultural events, major sporting events, and tourist programs.

- **Major Events**

The goal of this category is to provide funding for the attraction and production of major events and conventions that generate Transient Occupancy Tax and other revenues.